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20 NOV 1970

Mr. Coffey:

I have gone over the attached package which presents the concept of the Data Management Center. To answer the questions [REDACTED] raises on the routing sheet:

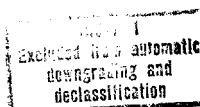
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"Can we realistically expect to get the kind of space we think necessary?" --- I don't see how we can answer this question until the amount of space required has been quantified. We need to know how much before we can even begin to think about where it might go and whether it is realistic.

"How closely must the development of the DMC be coordinated with other Directorates? Can we continue to use our existing channels or should we approach this problem at a higher management level?" --- In theory there is no reason to coordinate the DMC concept with the other Directorates. We are designing Support Systems to satisfy Support Requirements. How we structure ourselves internally to meet those requirements is nobodys business but our own. On the other hand, when we begin to identify particular pieces of hardware, terminals, etc. we probably will have to have the approval of the Information Processing Board. Prudence suggests that we should keep the Board members informed of our plans and progress as we go in order to simplify the Board action when that time comes. I would suggest that this be handled through the IPC network.

The concept also needs to be presented to the DDS offices and they need to accept it. The DMC notion has for them implications of surrendering control over their operations. For DDS it has implications of involvement in lower echelon management to a greater degree than has been the custom in the past. I would suggest that it be presented to the office heads and their deputies in a briefing given by the SIPS Task Force at which you or Mr. Bannerman would preside. I think it would be useful if they were also given a paper they can

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take away with them to study, or that can be furnished to them for them to study before the briefing. I don't believe we should solicit their concurrence necessarily, but they should be given the opportunity to comment, offer suggestions, and voice objections.

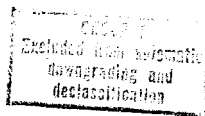
Before presenting the DMC concept to either the IP Board or the Support Office Directors I suggest that it be worked over rather completely.

As presently structured the paper seems intended more as a Task Force tool than as a sales presentation. The introduction defines a DMC "in our terms". Perhaps it would be better if we would find some way to define it in the customers terms.

The same idea applies throughout the paper. The functions to be performed by the Center are described in terms much more familiar to systems people than to Office Heads. The benefits listed are system benefits and should be elaborated to highlight user benefits. Why is this better for the user than having his own terminal on his own desk?

The benefits are stated in terms of comparatives. Better physical security --- better than what? Fewer personnel required --- fewer than how many? Etc. This leads to the suggestion that we need some comparisons of alternatives. Two alternatives to the Data Management Center are (1) to project the installation of a terminal on the desk of every user or (2) eliminate the interactive service capability from the system design. There may be others but these two can be disposed of in three or four paragraphs.

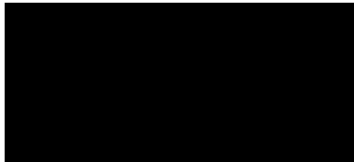
Perhaps the problem should be defined differently. This paper says the problem is to assist Agency management in determining if data management centers are feasible and result in savings while providing a centralized control environment for receipt and distribution of information. This presupposes that a centralized control environment is a desirable objective. A different definition of the problem might be to establish the most effective, efficient, and secure method of providing interactive service between users and SIPS systems; to minimize the time lag between input preparation and output distribution; to provide maximum protection for the integrity of the data;;and to provide for the effective management of integrated

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systems. This may be stating the problem in terms of the objectives but the idea is to get a more basic definition of the problem. Perhaps what I am suggesting is that we need a paper which will prove that the data management center is the best solution to the interactive services system problem. The secondary problem is to provide the space, staffing, and procedures to operate it. Perhaps the difficulty with this paper is that it seems to do both of these things at once.

I suggest that the plan of action for the Task Force could be to prepare a paper which can be used to justify the creation of the Data Management Center as the best solution to the problem of providing interactive and offline services to the customers from the SIPS systems. That a separate paper be prepared simultaneously which will address the problem of quantifying the space, equipment, and personnel requirements. The first paper can be presented to the IPC and the DDS Office Heads and the second paper can become the basis for proceeding with the installation.



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DDS/SSS/RHW:rf (20 November 1970)

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